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6 FEB 1984

MEMORANDUM FOR:

FROM:

SUBJECT:

In Search of Excellence

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1. In response to a request made by the DCI in his speech on 24 January 1984, that all Agency employees be solicited for their ideas regarding Agency goals and objectives and the pursuit of excellence throughout CIA, the following is submitted by the [ ] Division.

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a. Agency managers at all levels should be goal setters who work with their staffs to clearly define tasks, establish plans to achieve them, and then monitor progress closely.

b. Since the primary mission of the Agency is the gathering of intelligence, great emphasis should be placed on improving intelligence-gathering techniques and both ensuring and protecting our technological superiority. However, the need for HUMINT should not be neglected for the sake of technical collection methods.

c. Authority for decision making should remain at the proper level rather than creeping upwards.

d. Interoffice and directorate rotational assignments should be encouraged to foster professional growth and create a broader knowledge of Agency problems and functions among managers.

e. In order for employees at all levels to feel that they have a true objective and are playing an important role in the organization, the communications skills throughout the Agency should be improved.

f. The "need to know" policy should be relaxed whenever possible to allow for feedback so that employees will be able to see the results of their support to other elements of the Agency.

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g. An Agency-wide survey should be conducted via a questionnaire including such questions as: (a) is training available to you? (b) does your supervisor keep you abreast of changing procedures? (c) do you know your Career Panel members and are you familiar with the promotion and reassignment selection criteria used by the panels? (d) are you familiar with the employee suggestion program? and (e) do you feel there is a lack of communication between you and your immediate supervisor? Based on answers received from the survey, an analysis should be made to determine the problem areas and establish procedures to correct the problems.

h. Reevaluate the present security clearance system for new applicants. Since a large percentage of persons are disqualified during the polygraph stage, procedures should be reversed and the polygraphing should be done in advance of a full field investigation.

i. Identify and publicize all Agency positions that can be filled by the handicapped.

j. Consideration should be given to initiating a pool for secretaries who would be "on-call" for short-term assignments. They should receive the requisite training needed before being assigned to duty. (Former employees who are already familiar with Agency procedures and practices might be responsive to offers of such assignments in lieu of full-time work.)

k. Components should have "roving secretaries" who are prepared to fill in as needed. The grade for these secretaries should be high enough to attract the highest caliber of secretary who would be challenged by the necessity of being productive immediately in a wide variety of positions.

l. The Agency should make every effort to protect employee benefits and resist firmly all attempts to reduce them. This is perceived as a major area for alienating present employees and of reducing the incentives for bright, talented young people to consider a career with CIA.

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m. Consideration should be given to enhancing the well-being of employees by:

- Offering a Safety and Health training course for all employees.
- Setting up a National Weight Watchers Program to be run by a fully cleared staff from the Weight Watchers organization. Also, offer a smoke-enders program during lunch periods.

n. The Agency is constantly reacting to change in a fragmented fashion. Planning must match overall goals and objectives of organizational management, anticipating and adjusting to administrative needs.

o. A review of the statement of goals, principles and standards for CIA results in a need for an organization which is flexible and mission oriented. Every effort must be made to stem our move towards an old line Agency posture and force a return to what we had in years past. Where a company strives for profit we must strive for success. We need to develop a greater pride in our tasks, greater concern for each other and a work ethic that says "what's in it for us" not "what's in it for me." Although we must and should compete with each other we must in equal parts be sensitive to each others needs, and help. We were once a family and we seem to be losing some of this. Maybe it's time to return.

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